HOSTED BY ANDREW SHARMAN

EHS

9-10.11.21

CONGRESS

# THE ANNUAL MEETING HUB FOR ALL H&S PROFESSIONALS FROM ACROSS EUROPE AND BEYOND.

# WELCOME ADDRESS
## BY THE CHAIR

2021 is the year for new opportunities. It seems we're finally seeing the light at the end of the pandemic tunnel, giving us an opportunity to welcome you back safely to Berlin this November.

With our previous edition of the Congress being virtual, I can't wait to be back chairing the event live! You can look forward to a turbo-charged version of the Congress this year as we all come together after being stuck at home. With fantastic speakers, dynamic panel debates and huge levels of interaction and networking I'm super excited about EHSC '21 and hope to see you joining us again for the return of Europe's leading Environment, Health and Safety summit!

**Andrew Sharman**
CEO at RMS Switzerland

*Andrew Sharman*

'Seriously high level panel discussion @ EHS Congress 2018 in Berlin. This is #ErikHollnagel #JohnGreen #RhonaFlin & #AlistairGibb discussing "new thinking vs traditional safety methods. " What an excellent panel. You can almost become smarter just by being in the vicinity."

Bo D. Johansen Tetra Pak

# CURRENT STATE
## OF THE EHS INDUSTRY
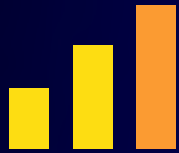
**2.78 million**
**Work-Related Deaths**
Every year

Every **€1**
invested in OSH
**sees €2.20 return**

Every **€1**
invested in Wellbeing
**sees €4.20 (!) return**

**28 million**
working days lost
**due to ill health**

**602 000**
workers suffering from
**stress, depression, anxiety**



**8,8%**
yearly growth projection
**in EHS Software spending**

**£1,300 cost**
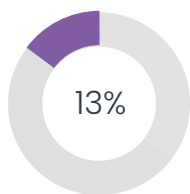for every employee
**due to mental health**

**£15 billion**
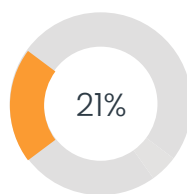workplace injury cost

Sources:
- IOSH 'Healthy Profits' - UK
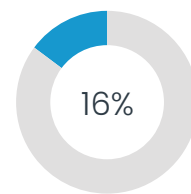- Health and safety at work statistics 2019 - UK
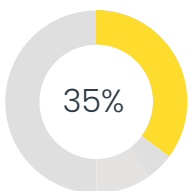
# OUR GEOGRAPHY

## ATTENDANCE MAP

13%
USA & Canada

21%
Northern-Europe
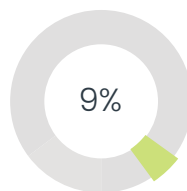
16%
Eastern-Europe

35%
Western-Europe

9%
Middle-East
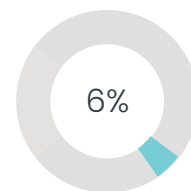
6%
Australia

# EHSC AUDIENCE
## WHO CAN YOU MEET

### DELEGATES

| | 2017 | 2018 | **2020** |
|---|---|---|---|
| Value | 91 | 203 | 228 |
| | | ↑ 123% | ↑ 12% |

### SPONSORS

| | 2017 | 2018 | **2020** |
|---|---|---|---|
| Value | 19 | 47 | 72 |
| | | ↑ 150% | ↑ 53% |

### OVERALL

| | 2017 | 2018 | **2020** |
|---|---|---|---|
| Value | 120 | 250 | 310 |
| | | ↑ 108% | ↑ 24% |
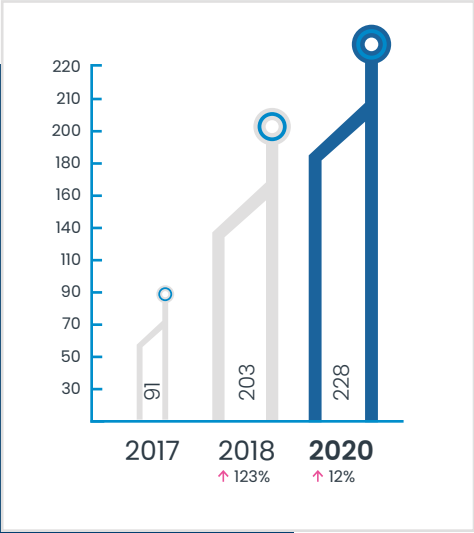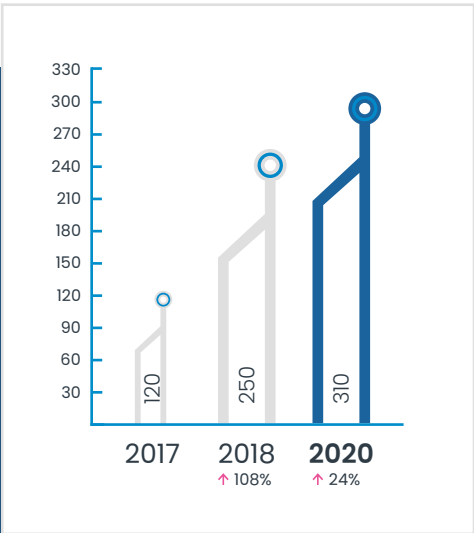
### SPLIT BY JOB TITLE

- ■ Heads of EHS
- ■ Vice-Presidents
- ■ EHS Managers
- ■ Directors of EHS

37%
23%
22%
18%
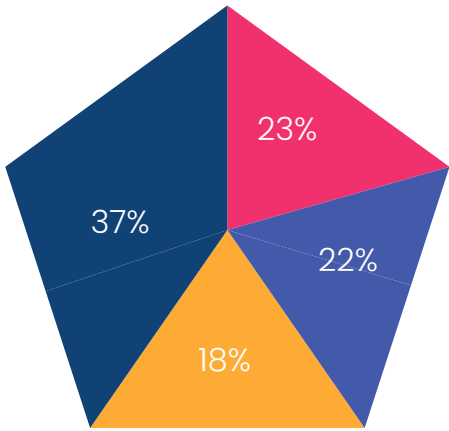
### EHSC POST-SHOW VIDEO

# OUR 2021 VENUE

## ELLINGTON HOTEL BERLIN

**1**

Femina Conference Room

**2**

Coffee Break Foyer

**3**

Preferential Rooming Rates for Congress Attendees

**4**

Day 1 Dinner at Venue Lounge

"Berlin, November 7-8. What a great EHS Congress, 250 delegates, 30 countries represented, impactful speakers."

Gerald Perrier, Groupe-conseil Perrier

# OUR SPONSORS
## BEST IN CLASS EHS SOLUTIONS

BENCHMARK ESG™ | Gensuite®

Quentic
connect. engage. inspire.

cority™

Wolters Kluwer | enablon

ERM

REGScan
One World, One Platform

PERRIER
Consulting

DNV·GL

EHS Insight

enhesa
Worldwide Compliance Intelligence

VelocityEHS

INTELEX

antea group

STP Specialty Technical Publishers

sphera™

elisa
SMART FACTORY

EHS VR
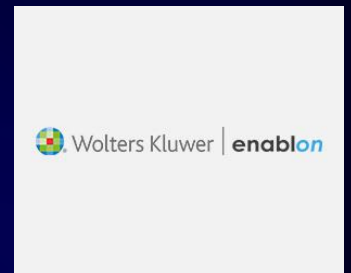
# 2021 HIGHLIGHTS

## UNIQUE EVENT STYLE



### Book Giveaway

Just like in 2018 with the 'Working Well' book, we will be distributing a 2021 newly released health and safety book. Each delegate - exclusive to the EHS Congress attendees - shall receive this complimentary to enhance take-home knowledge from the event.



### Hotspot Panel Discussions

Listen to the crème de la crème of Europe's EHS leaders, discussing the hot topics of today's challenges through interactive panel sessions. Ask your questions directly to the panel to see how they would deal with your challenge.



### Unique Workshops

Building on last year's success of the of 90 minute mini-workshops imbued Q&A formula, the 2021 program features again two health and safety workshops offering exclusive, in-depth knowledge of current hot issues discussed at he EHS Congress.



### Brain Food

During coffee breaks, you'll have the choice of opting for healthy, light foods, smoothies and drinks that result in an immediate and sharp increase in blood sugar levels. As a result, you'll have an extended feel of satiation and an over-the-top efficiency rate!



### Speednetworking

Each morning delegates kick off the day with a 5 minute quick introduction bits with their peers. When our chairman rings the bell, it's time to find someone else and re-introduce!



### Dinner

All attendees are cordially invited to a conference dinner hosted by the organizers in a comfortable dinner setting with great ambiance. Delegates can further follow up conversations with their fellow attendees in an informal atmosphere with house wines and delicious courses on Day 1 night!

# OUR SPEAKERS

## WORLD-CLASS EHS LEADERS

**Andrew Sharman**
CEO at RMS Switzerland

**Sonia Pires**
Global Director Health, Safety and
Environment at AkzoNobel

**Bruno Vercken**
EHS Director at Danone

**Andre Fey**
Head of HSE at Norsk Hydro

**Natalia Gills**
EHS Senior Director at PepsiCo

**Marieke Bleyenbergh**
VP Safety & Environment Downstream
at Shell

**Derek Dixon**
HSE Director at National Oilwell Varco

**Urbain Bruyere**
VP EHS Global Manufacturing and
Supply at GSK

**Xavier Perret**
Global Care Director at ENGIE

# OUR SPEAKERS
## WORLD-CLASS EHS LEADERS

**Dom Cooper**
CEO at B-Safe Management Solutions

**Jeffrey Giesse**
Group Head of Health, Safety & Environment at LafargeHolcim

**Carsten Busch**
Safety Mythologist and Historian. The "Indiana Jones of Safety"

**Krishnen Mootien**
Head of Health & Safety Compliance - EMEA, North America & LATAM at RB

# PLENARY PROGRAM
## DAY 1 - TUESDAY

| | |
|---|---|
| 7:30 am - 8:00 am | **Welcome Coffee and Registration** |
| 8:00 am - 8:10 am | **Welcome Address by the Chair** |

Professor Andrew Sharman will be welcoming all attendees to the 2021 EHS Congress by a short opening speech, introducing the guidelines to the event, specific venue HSE information and of course the upcoming speakers.

| | |
|---|---|
| 8:10 am - 8:20 am | **Speed Networking Session** |

| | |
|---|---|
| 8:20 am - 8:50 am | **Human error is a result, not a cause** |

Over time, many variables at various levels interfere in an unexpected manner, leading to disaster. These unanticipated interactions of non-failing components can very often lead to accidents. A now-considered-aging theory regarded human error to be a causative factor for these. It said that if we want to resolve accidents, we must intervene with the affected human. According to the new view or systems, human error is just a symptom, not a root cause. Human error is a consequence of a more complex problem further within the system. Because our senses have imperfect knowledge, our brains constantly fill in the gaps with assumptions. However, there is still **an increase in the penalization of human error.**

And when we treat mistakes as crimes, keeping people responsible means prosecuting them and faulting and punishing them.  So how do we make the switch and regard error as an organizational, operational, technological or educational problem and exploit the opportunity to further improve? From this presentation we'll better understand just how exactly humans make decisions, how we can shift the blame away from the human element and how we can power workers to deliver top-quality jobs and make better decisions while increasing personal responsibility.

| | |
|---|---|
| 8:50 am - 9:20 am | **Paperwork Burden** |

We have persuaded ourselves that we can avoid making the wrong decisions simply by creating a significant amount of procedural safety. This has turned out to be entirely the opposite: decisions happen only by default. Decisions taken in the public eye cannot be kept accountable because no one assumes accountability. We made a full circle back to the place where we are debating: not about whether anything was done correctly, but about whether it was done the right way. The first response in an emergency is to create more and new: rules. Additionally, as well as rules, we **use incentives to make "our" interest equal to "their" interest**. Both rules and rewards are necessary, but neither of these alone is sufficient. Processes are in place to help humans make responsible choices, but today it became more important "how things are done" than "what is done". Without a specified target the phrase is just spinning on indefinitely.

So how do we create flexible rules that provide some form of choice and hence empowers the workforce? While human nature turns out to be more complicated than the presumption that people can get along if only the rules are sufficiently simple, it is difficult to come up with a clear set of rules. Modern rules hold that our responsibility is only to obey, not to achieve. Humans aren't permitted to think for themselves, so almost nothing works right in an efficient system of EHS rules. EHS management is meant to be a system, not a completely automated mechanism for the people to make choices. Only people, not rules, may lead to the positive things that happen. Hear from a renowned bureaucracy opponent on how rules and rewards change things only in the short term, how to strengthen worker's will to do what is right and have rules in place but still achieve flexibility so that the workforce doesn't rely

# PLENARY PROGRAM
## DAY 1 - TUESDAY

| 9:20 am - 10:20 am | **Panel Discussion: Is Safety Differently just the Next Magic Bullet?** |
|---|---|

There is growing concern that the new philosophies such as Resiliency, Safety Differently, Safety-II and New View are empirically unsupported. Low amount of results and data lead to a never-ending supply of untested solutions being presented as the next magic bullet. **Better strategies, such as behavioural safety** and safety culture are proposed as lean designed to save time and money. It is not actually any easier to concentrate on what goes right, but looking at both sides give a different viewpoint. The US Nuclear Regulatory Commission showed that analysing positive or negative characteristics of the same device often yields the same result, whereas analysing the positive often takes longer, making it less effective. It's easy to cherry-pick studies, facts and statistics in support of these points of view (comparing construction industry leading incident rates with telecommunications fatality rates).

So where do we draw the line? The new methodologies may either plateau in accident rate, show a continuous rise in serious injuries and fatalities or to have doubled incident rates. According to defenders of the new movements, everything we do in the future must not be at the risk of increased injury rates. The frustration within organisations and frontline workers at the way safety turns a blind eye to the difficulties of doing work in the real world does exist. So does bureaucracy & the shame and blame game. Join this panel session for a lively debate between key opponents and defenders of the latest safety movements and learn just what is right and to what degree in your organization's safety management.

| 10:20 am - 10:50 am | Morning Coffee and Networking Break |
|---|---|

| 10:50 am - 11:20 am | **The Myth of Stricter Rules Leading to Safer Environments** |
|---|---|

We should learn that just because something isn't broken, this doesn't mean that it is not breaking. Human beings are ineffective machine monitors. Intermittent warnings don't provide the required clues even when a near miss is involved; particularly if we concentrate on the miss instead of the incident. Additionally, introducing safety measures based on injury reports runs into the problem that trends can be interpreted where they are not present, and as a result, performance is over-hyped (accidents disappear one place and pop up on another). Is there hope for progress as individuals are trapped into not thinking and taking action for themselves? 'If there is no rule, there is nothing to follow'. Almost every safety professional has experienced this mentality at some stage and even more often: "**where does it say we have to do this?**"

Too frequently, safety protocols are not followed according to a regulation. The paradoxical role procedures tend to have in the field of safety management, because while procedures have the capacity to convey information and recommend a safe way of doing a job, they also make rigidity and 'auto pilot' actions more likely. So should we implement tighter guidelines or higher levels of supervision in the hopes of creating a safer environment? Hear practical examples of how rules can both stand in the way of doing something in a safer manner, but can also trap workers into shifting their risk aversion and actually making work environments less safe, more hostile and with less cooperation.

| 11:20 am - 11:50 am | **A Perceived Danger is a Realized Risk** |
|---|---|

We only have the capacity to process a limited amount of information at any given time. We use routines and rules of thumb to help us adapt and economize. we prefer to interpret what we intend to see. What is observed (or heard) is compared to what was predicted, and when close enough, it reinforces the expectation, even though reality may be different. Danger cannot be objectively calculated. Danger is a subjective concept, and there are many approaches to it. When we become aware of a potential danger, we immediately respond to it, such as paying closer

attention to it. Since risk is known as a subjective term, therefore risk cannot be objective. It is, of course, always being altered even as we experience it. Everyone would have a different risk level, and so it will be subjective. Intelligence, to us, is something that is deliberate, conscious actions carried out according to the laws of logic. Many of our mental behaviours, however, are unconscious and are **dominated by intuitive and subconscious forces** without involvement of formal logic.

So how can we use risk evaluation to support, not substitute our decision making? As paradoxical as it might seem, we have to reconcile with the fact that things become riskier after we made them safer and what we consider as risky and dangerous can actually help make us safer. So what is the right risk-balance? Hear from an authority figure on risk about how 'closeness to hazard' and 'level of authority' influence the decision making and risk treatment strategies. How to expose 'free lesson' deficiencies suggesting the presence of an uncertain incident and critical principles like discernment (the ability to make educated decisions), sensemaking (Weick's seven factors) and risk attribution.

| 11:50 am - 12:20 pm | Concentrating on Well-Being instead of Productivity |
|---|---|

Since the workplace had been restructured in a way that took away all other sources of gratification, productivity and hence money became the only motivator for people. When well-being is put first, workers not only follow official job descriptions, but also perform extra tasks outside of their role to further their organization's goals. Possibility to make choices and "belief in the mission of the company and what we do" is important for job satisfaction and it's something we title "calling". Productivity/Reward schemes are intended to achieve the best results, they frequently generate the opposite, including competitiveness among workers, sub-optimization, gaming the system, and looking good relative to the metric, which may or may not fit the target being calculated. Health practitioners are doing either too little or too much, and none of these practices is good for our wellbeing.

Another, perhaps even more apparent example is the transformation from "What is wrong or right?" to "**What can I get away with?**". Most organizations concentrate on revenue, but what if productivity was measured in terms of well-being instead? What are the health and mental health costs of today's working style that can be converted into a source of benefits by redesigning work environments? This session will explore strategies for addressing this such as redesigning existing safety management's metrics to incentivize well-being and mental health initiatives as well as identifying management actions that can make the connection between bottom-line profits and well-being.

| 12:20 pm - 13:20 pm | Lunch |
|---|---|

| 13:20 pm - 13:50 pm | Understanding the Essence of Injuries Rather Than Finding Their Causes |
|---|---|

In order to successfully avoid accidents, we must adjust our definition of accidents. We are unwilling to consider anything simply happening: we have come to accept our technologically powered world as essentially reliable and deterministic and so we have become accustomed to physical rules and cause and effect models. Therefore, we are incredibly uncomfortable when something is out of our control encouraging EHS people to assume that any explanation is better than no explanation at all. But we must ask ourselves: **do all accidents have causes**? One regularly searches for mistakes. An assumption is made that mistakes are the most important thing to investigate. It suggests a simplistic cause-and-effect model, instead of an open mind and an in-depth look. The risk is that the search for causes will inevitably end when an acceptable one has been identified. However, what is acceptable today will not always be acceptable in the future. To save time

and effort, we look for the first explanation, particularly when it reinforces what we already believe. Safety-II sees variation in human performance as an essential factor for success because reaction to variability is necessary, while Safety-I rather tends to restrict variability and focuses on error, or what is perceived as error. Join this session to learn the correct approach of not searching for and killing causes, but rather figuring out which conditions lead to injuries and finding ways to handle them. In addition, we'll also hear practical examples of Safety II for ensuring that as much possible goes right while accounting for the unpredictability in organizational performance.

| 13:50 pm - 14:20 pm | Risk Aversion and Risk Appetite |
|---|---|

Our culture seems to have a penchant for risk aversion (and the safety profession probably even more so). However, taking chances is a vital part of learning. Learning does not occur without risk. Although the primary concept of risk is "the possibility of danger," it is often more than that. We can only see one side of the coin, and the other side is the other way of looking at it. Upside risks are there, as well as downside risks. **Risk intelligence is the ability to differentiate between two kinds of risk**: risks that must be prevented to ensure survival by preventing failure or injury, and risks that must be taken to achieve long-term success by taking advantage of a competitive situation.

Risk appetite is what determines how much risk we want to take. Risk intelligence is getting an appreciation of the level of risk we are actually taking. So how do we juggle between risk intelligence and risk appetite? In this session we'll dig deep into why people appear to overestimate the probability of positive events and underestimate the chances of bad ones. How optimism bias is a basic aspect of our psychology that works regardless of the context and how can we teach the workforce about risk juggling and dangers associated with it.

| 14:20 pm - 15:20 pm | Panel Discussion: Dissociation of What's Done Locally from What's Spelled out on Paper |
|---|---|

An apparent inconsistency can be seen between the use of precise formal procedures and local adaptation and improvisation, as well as between a need for predictable operations and the need to respond to unanticipated events. The key reason why workers go to work is to do a good job. They have no intent to injure or cause destruction. On the contrary. But how do we **look at an event as a process instead of just a single occurrence**? The result is a change in the logics of behaviour from rules to task-based, goal-directed behaviour. Most of the time, the rules don't line up, so people prefer to change their actions in order to better comply with their expectations of current demands. EHS rules are violated from the outset. As operators gain expertise in the field, mismatch between the situation's requirements and those of global design rules become more common.

This is natural drift, the gradual dissociation of what's done locally from what's spelled out in paper. So how can we ensure that written instructions and procedures are better models for practical implementation? Practitioners need to cross the gap between the written rule and the practical job, which also requires many expert judgments and outsiders do not know about these norms and, thus, do not realize their significance or usefulness in completing the work. Join this session to learn of different ways to ensure what's on paper actually gets carried out on site. How to consider social pressures, proper communication and group norms in order to better understand practitioners' needs for completing tasks on the job.

**15:20 pm - 15:50 pm**   Afternoon Coffee and Networking Break

**15:50 pm - 16:20 pm**   ## Occupational Burnout

Finally, the WHO recognised mental health burnout as an occupational phenomenon. Burnout is a syndrome resulting from long-term stress in the workplace that has not been effectively managed. Workers increasingly experience a feeling of being deprived of energy, a rise in the perceived mental distance from one's job, or feelings of negativity or cynicism connected to their job and a decrease in professional efficacy.

So how can you tell any member of your workforce is about to **reached tipping point of occupational burnout**?

Loss of interest in the work being done, decreased work performance levels, feelings of helplessness, and sleeping difficulties are all signs of occupational burnout.  In this session, we'll examine the latest hypotheses that are proposed at spotting, preventing and if unavoidable, managing the effects of burnout, both at organizational and employee level. We'll also hear about the six areas of worklife that can be controlled and are directly related to mental health performance.

**16:20 pm - 16:50 pm**   ## Punishment or Rewards for EHS Compliance

Academic research tells us that extrinsic rewards (such as money) play a much smaller role in motivating human behaviour than do intrinsic rewards (such as job satisfaction). Even so, most corporations have a strong emphasis on cash compensation and incentives. In essence, a discrepancy exists between what **science knows and what business does**. In some cases, financial compensation works well, but in modern environments where innovation is necessary, it doesn't. People respond to incentives, recognizing that this is crucial to solving problems. However, you still have to consider which rewards are efficient and what is effective in various circumstances. It is crucial to get into people's minds in order to discover what is really important to them.

Most of the time, you won't find out by asking, because people tell you what you want to hear rather than what they really believe (the difference between declared and revealed preferences). On the other hand, many organizations still prefer strict punishments for safety violations: instilling an atmosphere of fear, considering safety incidents shameful and putting stress on and isolating individuals as 'bad apples'. But studies increasingly show that when inspired, workers can go further than when they are merely being pushed.

So do reward programs actually accomplish their goals?
Is it right to assume that humans are mainly driven by financial incentives, or are they instead motivated by other rewards?
Are financial incentives capable of encouraging action, or do they have unpredictable consequences?
Are the relevant indicators being employed?

Join this session to learn more about the HSE transition from an authority orientation (do as you're told) to a target orientation (describe the job to do and what it will accomplish for the organization) as well as where to draw the line between safety rewards/incentives and punishment.

# PLENARY PROGRAM
## DAY 1 - TUESDAY

| | |
|---|---|
| **16:50 pm - 17:20 pm** | **Second Victim** |

The most critical factor in deciding whether a second victim can drop out, heal, or even develop through the experience is the emotional help that co-workers can provide. If an organization learns to accept their second victims and encourages them to become resilient, it also helps the organization become more resilient. We need to see **human errors as a symptom** of something deeper within the system, and as a result, we must go beyond the people who make mistakes. It is also becoming increasingly important to know why people make the choices they do and to be able to 'see it from their viewpoint' which is instrumental in coming up with ways to change things.

This session focuses on mental health and a critical part of it: how an organization can recover from a tragic incident and at its core how the second victim can be helped by colleagues to acquire a lesson learnt instead of a black spot on the organization's performance.

**17:20 pm -**

### Dinner Remarks by the Chair
Professor Andrew Sharman will be giving a short speech and inviting all attendees to the official Day 1 dinner hosted by the organizers in a comfortable dinner setting with great ambiance.

**18:00 pm - 21:00 pm**      Dinner

# PLENARY PROGRAM
## DAY 2 - WEDNESDAY

| | |
|---|---|
| 8:00 am - 8:15 am | Welcome Coffee and Registration |
| 8:15 am - 8:20 am | Welcome Address by the Chair |
| 8:20 am - 8:30 am | Speed Networking Session |

### 8:30 am - 9:00 am — Safety Influence

Historically, we have perceived influence through a Machiavellian prism. You can coerce or compel others to do what you want by dominating, terrifying, or using force ('hard power'). But power does not belong to an individual; rather, it is the property of a collective and exists only so long as the group stays intact. If we say to anyone that he or she has "power", we are in fact referring to the fact that he or she is motivated by a certain number of people to act on their behalf. As a consequence, our strength is founded in how well we inspire others. We help others by **implementing regular acts of influence**.

But how do you raise the likelihood of group individuals to behave in ways that are beneficial for the organization? How do you wrap changes in something that appears to be familiar so as to avoid non-compliance? Hear from EHS leaders on how they ensure employee safety by interest and behaviour stemming directly from management, how they communicate more often "I don't know, but I will try to find out" for maximum efficiency and how they implement regular acts of influence for inspiring and helping others.

### 9:00 am - 9:30 am — Sustainable Safety Culture

According to Dr. Andrew Sharman "Culture changes one person at a time." To achieve safety culture, strategies other than trial-and-error learning should be utilized, because sometimes the first error would also be the last trial. Paul O'Neill transformed Alcoa by focusing on 'keystone habits' (habits that have the power to start a chain of changes happening). **Choosing safety as the focal point** can transform the organization's culture and improve production (and the bottom-line). But how do you first recognize the critical safety culture problems the organization faces? It is neither feasible nor desirable to have a no-blame setting. Accountability is one of many aspects of satisfaction, and for the majority of people, it is something they want.

Proposals for the right safety culture put emphasis on creating and fostering agreement of some kind of line between agreed and unacceptable behaviour. But how do you create a just culture while ensuring that gross negligence cases still stand out immediately? Join this session to hear how to create a just culture, where it is possible to speak up and the messenger with bad news isn't fired, how to promote the reporting of accidents, how to the exchange negative and positive information across all levels of the enterprise.

### 9:30 am - 10:30 am — Panel Discussion: Questioning Zero Harm Cultures

A new thinking is quickly appearing dedicated to showing the opposite side of the "Zero Harm/Vision Zero" cultural movement. According to these new thinkers, we don't need to implement Zero in our day-to-day operations. You never go outside to buy zero fish. There was never any definition for it. You should never have to count zero sheep or keep track of zero children. The grocer does not say, "we have zero bananas." Humanity were able to get along for a long time without a zero. We're noticing a huge uptick in Zero language across many industries, claiming Zero injuries, Zero emissions, Zero tolerance for discrimination and so on. **Do we really need to allocate Zero to express the lack of anything**? In this session we'll hear from a world-renowned expert on Health & Safety thinking and a true opponent to the Zero cult. We'll dig deep into whether Zero actually leads to bullying and causing dishonesty in managing safety and whether Zero is achievable at all.

| 10:30 am - 11:00 am | Morning Coffee and Networking Break |
|---|---|

| 11:00 am - 11:30 am | Avoiding Confirmation Bias |
|---|---|

In retrospect, it cannot be clear which critical data was relevant to a series of events, but domain experts can always make better decisions about the possibly messy or noisy context in which these (now critical) data were part and can also understand why it was appropriate for the individual in question to be concentrating on other tasks and attention demands when the event was occurring. So how do you gain an understanding of the situation from the point of view of the subject? And how do you avoid the tendency to concentrate on **evidence that supports what you already believe** and disregard data that refutes it (confirmation bias)? The all-or-nothing fallacy nurtures the notion that something is incorrect because it cannot be proved with 100% certainty.

The opposite error is made when it is believed that something is real because it is conceivable. When employed, this technique uses the uncertainty of words like "may" or "might". It is not unusual to see HSE professionals unconsciously take advantage of this vagueness by first getting others to concede the mere likelihood of something and then using that to extend their position. Exacerbating this, when assessing the probability of a future occurrence, we go through our memory and look for something similar, and use that as our estimate. If it is easy to remember anything, we assume it is likely; if it is difficult to think of something similar, we assume it is unlikely.  Is it possible then to **avoid this availability heuristic**? This session will further explore how to conduct incident investigations so as not be to seen as a prosecutor, how to use language that's based on elucidating why it made sense for people to do what they did, rather than evaluating certain acts and assign blame after a bad outcome. Finally, it'll look into the abundance of learning opportunities garnered from asking the little questions, fixing a small piece of the big problem one step at a time.

| 11:30 am - 12:00 am | Safety in High Reliability Organizations |
|---|---|

Most EHS Management systems tend to operate normally but when an event of unforeseen or of dismissed significance occurs, the system experiences a serious breakdown. Explored by Nassim Nicholas Taleb in his book, this leads to **many organizations developing naïve interventionism** - the urge to implement measures that are likely to be unnecessary but which may very well cause unwanted side-effects that in fact do end up causing a worse situation compared to the starting point. High Reliability Organizations on the other hand (concept by Eric Abrahamson and David Freedman) are more versatile and robust than the beforementioned rigidly structured ones. Instead of calling in the managers in case of a crisis, HROs call in the experts who have solutions. The hallmark of an HRO is not that it is error-free, but that errors do not disable it.

So how do you build an HRO to spot unforeseen changes and put a stop to them? How do you avoid safety program planners' tendency to prepare for a future that'll unfold according to their predetermined direction? Although HROs don't neglect foresight and preparation (and therefore planning), they are aware of the major limitations. Planning has several disadvantages.  Irrelevant to the plan, **new information receives only short-term attention** and thus plans may sometimes do the opposite of what was planned, also resulting in mindless anticipation of the unexpected. Hear from EHS executives on how they promote diversity in their organization by respecting the skills of the workforce, how they pass power to individuals with the most experience in uncertain situations and how their HRO organization bounces back to a "natural state" after an unforeseen occurrence.

# PLENARY PROGRAM
## DAY 2 - WEDNESDAY

| 12:00 pm - 12:30 pm | Challenging the Safety Quo |

Safety is commonly represented as having a special status, unfortunately referring to the everyday practice of being treated entirely separately. While many other areas of the business are becoming more and more integrated, safety itself seems to remain disconnected in many organizations today. A common challenge for employers is making decisions that are difficult for their workers. There is a saying which goes, "**Never break the rules, safety first**." However, the other side of the coin is, "Don't cost us time or money, reach your operational goals, and don't find excuses why you can't."

The reason people don't report illegal behaviour or wrongdoing is not that they are deceptive, but because they fear the repercussions or don't think something will be done with their report. Instead of obsessing about making processes fool proof ("Safety First" and "I work safely, or I do not work at all") shouldn't we maybe aim for building integrity and a cohesive safety culture? In this session we'll explore how building trust, engagement, participation, and empowerment are essentials for this goal such as enabling the reporter to be active in the process of improving progress and provide input and avoiding accident investigation usually hitting a convenient or arbitrary stopping point.

| 12:30 pm - 13:30 pm | Lunch |

| 13:30 pm - 14:00 pm | Perceived Benefits Of Success And The Perceived Cost Of Failure |

It is widely accepted that accidents are under-reported and suffer from structural issues. Cass R. Sunstein said that "in the face of serious risk, people often overvalue preventative, risk mitigating or reduction measures." People often prefer to give less weight to the likelihood of risks that trigger intense feelings, which means they would do anything to prevent risks that are highly unlikely. This concept is known as "**probability neglect**" and has been studied in numerous laboratory settings. We have to differentiate between risk (you have expertise and information about and you can measure probabilities) versus uncertainty (you cannot calculate probabilities and cannot do estimates. When all relevant factors are known, we can quantify the risk. It all comes down to a balancing act between the perceived benefits of success and the perceived cost of failure. Risky decisions are rarely taken with quantifiable odds, and regardless, the decisions are made.

Oftentimes we observe that some unskilled workers suffer from an illusory superiority, rating their ability well above what it actually is. They make decisions that are harmful to their well-being, but are unable to understand at first the detrimental impact such choices have. Ignorance begets greater trust than does intelligence, according to Darwin. There is only one course out of this: we must become more proficient. **Realizing our own ignorance** is the first move toward knowledge. How do we avoid this false sense of certainty that can do great harm as it prevents us from perceiving the unknown and limits our capacity to think about risks? Our minds have trouble managing confusion, but we have to deal with circumstances where we have incomplete knowledge all the time. A lot of it is rooted in our need for control and sometimes we somehow settle for an illusion of control by acting as if chance events are actually subject to control. Is it even possible or to put it differently, can it be tolerated to agree that some things just happen spontaneously? Join this session to understand how people want to concentrate on narratives that provide an idealized view of the world, finding out how things really are and how to avoid the everyday-neglect of inherent uncertainty that is critical to achieve our objectives.

# PLENARY PROGRAM
## DAY 2 - WEDNESDAY

| | |
|---|---|
| **14:00 pm - 14:30 pm** | **Receptive EHS Leadership** |

Scientists searches for trends and hypotheses to explain the proof they have found. Safety professionals, on the other hand, often begin with the desired hypothesis and search for facts to support this opinion while also seeking to refute knowledge that contradicts this position. This is often the reason why lots of workers see EHS staff as 'traffic cops' who are just on the lookout for rule violations. And yet, employees resist being tracked, timed and judged by outsiders who know little about the job and would arbitrarily decide the 'best' ways and times of doing them. Accountability is not free of liability. We must build transparency, not by putting blame on individuals but by giving people a stake in creating a better system to work in. However, we must also be ware of **diffuse obligation** (everybody was responsible, and no one was responsible) where everyone believes either that things are fine (no one acts on signals), or that someone else (who had more power, was more skilled, was closer) would act in case something went wrong. If we want to truly know whether people have predicted risks correctly, we must interpret the world through their eyes, without any awareness of outcome.

We must know nothing about which piece of data will eventually be important. Efforts to minimize risk cannot be measured in terms of their impact on safety; an evidence-based approach is required. But how do we proceed from theory-based to evidence-based EHS approach then? And how do we avoid the dreaded safety cosmetics? Available studies show convincingly that claims for the effective treatment of safety problems that rest on simple before-and-after accident counts will invariably overstate the impact of the safety treatment. Hear a leadership approach that emphasizes making workers take responsibility for their performance, dig deep into critical principles like Bounded Rationality, the Bystander Effect, Cognitive Dissonance, Risk Homeostasis and how to form a strong, trusted relationship with workers where EHS staff is seen in supportive roles rather than judicial ones.

| | |
|---|---|
| **14:30 pm - 15:00 pm** | **Afternoon Coffee and Networking Break** |

| | |
|---|---|
| **15:00 pm - 16:00 pm** | **Roundtables** |

Splitting the audience into even groups, each roundtable will receive a dedicated Roundtable Leader to facilitate discussion. Delegates are free to choose which roundtable to join and give their insights on topics relevant to the plenary program.

| | |
|---|---|
| **16:00 pm - 16:10 pm** | **Concluding Remarks by the Chair** |

| | |
|---|---|
| **16:10 pm -** | **Farewell Coffee & Tea** |
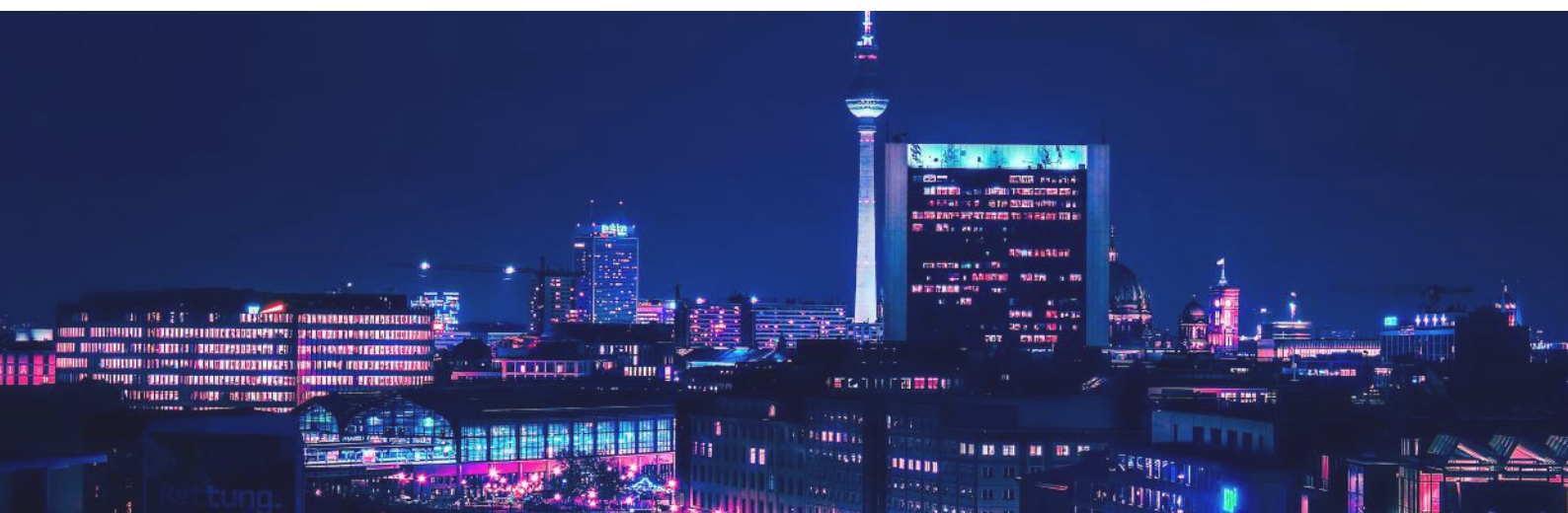
# BE PART OF EHSC' 21

Join today at the following discounted rates, seats are limited due to tables being set apart and 2020 attendees carrying over their seats instead of joining the virtual summit that year.

# MEDIA PARTNERS

SUPPORTING THE CONGRESS

**SHP** SAFETY & HEALTH PRACTITIONER

Health & Safety International

BRITISH SAFETY COUNCIL

iirsm INTERNATIONAL INSTITUTE OF RISK AND SAFETY MANAGEMENT

safeopedia

SHEQ MANAGEMENT

hsme HEALTH & SAFETY MIDDLE EAST

AWE International

ose.directory

# REGISTRATION FORM

IFS GROUP KFT.
2681, Galgagyork, Vasut 5/A, Hungary
VAT: HU25843033, +36 70 702 0432, support@ehscongress.com
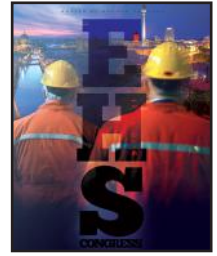
## COMPANY DETAILS

Company Name

VAT number                              Address

### 1 DELEGATE
Industry Professional

€ 799

EARLY BIRD DISCOUNT
VALID UNTIL MAY 31
AFTERWARDS: €1099

### 2 DELEGATES
Industry Professional
- Group Discount

€ 1499

EARLY BIRD DISCOUNT
VALID UNTIL MAY 31
AFTERWARDS: €2198

### 3 DELEGATES
Industry Professional
- Group Discount

€ 2199

EARLY BIRD DISCOUNT
VALID UNTIL MAY 31
AFTERWARDS: €3297

### SOLUTION PROVIDER

€ 1500

## ATTENDEE DETAILS

Name                    Name                    Name

Email                   Email                   Email

## METHOD OF PAYMENT

☐ Please issue invoice for wire transfer.     ☐ Credit Card - please complete payment online: http://ehscongress.com/register

I hereby declare I am authorised to sign this contract on behalf of my company and agree to below T&C and Privacy Policy for our delegates:

Date

Print Name

Signature

In the name of IFS GROUP LTD., I hereby declare IFS GROUP LTD. will adhere to this contract, T&C and Privacy Policy:

Print Name     *Alan Joyer*

Signature     **IFS Group Ltd.**
HU-1068 Budapest, BenczUr Street 43.
VAT HU25843033: ICO/REG: 13-09-184804